

# Improving decision making processes in intellectual disability care : systems thinking and problem structuring techniques to support stakeholders' engagement in decision making

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**IMPROVING DECISION MAKING PROCESSES IN INTELLECTUAL DISABILITY  
CARE**

***Systems Thinking and Problem Structuring Techniques to Support Stakeholders’  
Engagement in Decision Making***

1. The customers and the frontline workers of healthcare service organisations have the key roles to perform in the production of complex service output. (this thesis)
2. For efficiency of decision making in complex health care systems the managers need to consider conflicting objectives and goals of multiple stakeholders. (this thesis)
3. Short-term solutions relieve the symptoms only and do not fix complex problem situations. They lead to unintended consequences that make the situation even worse in the long run, because the underlying problem persists and so the problem will reappear over time. (*this thesis*)
4. A structured approach to knowledge elicitation based on combined *System Dynamics* modelling and *Cognitive Mapping* techniques supports decision making in health service organisations via facilitating bottom-up knowledge. (*this thesis*)
5. “The essence of Systems Thinking lies in seeing interrelationships rather than linear cause-effect chains and seeing processes of change rather than snapshots”. *Peter Senge*
6. Merged cognitive maps provide a structure for demonstrating different perspectives which helps avoiding the danger of reducing the complexity of the problem situation.
7. Our mental models are not an accurate representation of the real world because we are insensitive to the non-linearity between system’s elements as it evolves over time
8. “To break a mental model is harder than splitting the atom.” – *Albert Einstein*.
9. “Simple can be harder than complex: you have to work hard to get your thinking clean to make it simple. But it's worth it in the end because once you get there, you can move mountains.” *Steve Jobs*
10. If *Systems Thinking* approach fails to solve the problem then we can use *Sense of Humour* approach to open up the power of creative problem solving.